Influence of Work-Family Conflict Onorganizational Commitment and Organizational Citizenship Behavior (Study at the Manpower and Transmigration Department of West Nusa Tenggara Province)

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Abstract: *This study aims to analyze and determine the significance of the influence of Work-Family Conflict on Organizational Commitment and Organizational Citizenship Behavior. This study also tested the significance of Organizational Commitment effect on Organizational Citizenship Behavior. This research was conducted on all civil servants at the Manpower and Transmigration Departement of West Nusa Tenggara Province who were married. This study used a quantitative approach and included in causal associative research. Data collection techniques use a census, then data is collected through questionnaires distributed to 159 respondents and then analyzed using Partial Least Square (PLS). Based on the results of analysis with a level of 5 percent, research findings show that (1) Work-Family Conflict has a negative and significant effect on Organizational Commitment, (2)Work-Family Conflict has a negative and significant effect onOrganizational Citizenship Behavior, and (3) Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior.*

Keywords: Work-Family Conflict, Organizational Commitment, Organizational Citizenship Behavior, Civil Servants

1. Introduction

For a family worker who has children, it will be very difficult to separate the reality of life between work and family, both of which have very important positions, which cannot be separated from one another. Lo et al (in Dewi, 2012) stated that family work pressure was identified as the main problem for workers, especially working mothers.Gutek, et al., (1991) states that Work-Family Conflict has two components, namely the work of Interfering With Family (WIF) and family interfering with work (FIW).

According to Perrewe et al. (1999) as quoted by Namasivayam and Zhao (2007) individuals who experience conflict between their work and their family will experience "obscurity" and cause a decrease in Organizational Commitment to the individual.Organizational Commitment is the level at which a worker identifies an organization, its goals and expectations to remain a member (Robbins & Judge, 2016: 47). Mowday et al. expressing Organizational Commitment is the power of identifying individuals with the involvement of the organization (Sopiah 2008: 165). According to Mowday, Organizational Commitment is an important behavioral dimension that can be used to assess the tendency of employees to survive as members of the organization. Furthermore Mathis and Jackson (2000) define that "Organizational Commitment is the degree to which employees believe and accept organizational goals and will remain in the organization" (Sopiah 2008: 155).

Research that discusses the effect of Work-Family Conflict and Organizational Commitment has been done a lot, with different research results. There is Rehman and Waheed (2012) who conduct research on employees at the University of Pakistan. The results showed that Work-Family Conflict had a negative and significant effect on Organizational Commitment with a contribution contribution rate of 42%.

In addition there are studies from Rantika and Sunjoyo (2011) who conducted research on nurses at Dr. Moewardi Surakarta. The results showed that Work-Family Conflict had a negative effect on Organizational Commitment but not significantly, because the value of the Critical Ratio (CR) produced was less than the standard CR level set.

Then Wayne, et al (2013) conducted research on employees of technical consulting companies in the United States. The results showed that Work-Family Conflict had a positive effect on Organizational Commitment significantly with the contribution rate of the influence given at 21%.

In addition to influencing organizational commitment, Work-Family Conflict can also affect Organizational Citizenship Behavior. According to Organ (1997: 91) the life of each individual often influences the appearance of behavior in Organizational Citizenship Behavior. Some of the factors that influence the behavior of Organizational Citizenship Behavior include mood and individual characteristics that originate from within individuals that are indirectly related to the lives of each individual. The lives of individuals who are the biggest influences in carrying out various activities are families, especially if they are not able

to balance family life and work life, so conflicts often arise which certainly harm themselves and others or commonly called Work-Family Conflict (Soepatini, 2002) .

Work-Family Conflict is defined as "a form of inter-role conflict in which the role pressures of the work and family domain are mutually incompatible so participation in one role becomes more difficult with participation in other roles" has an impact on Organizational Citizenship Behavior which can be defined as the type of extra-role job performance, not formally valued or punished by the organization (Schnake & Dumler in Aurangzeb, et. al, 2017).

Organizational Citizenship Behavior is a freedom of determining behavior that is not part of the formal requirements of work but contributes to the psychological and social environment of the workplace (Robbins & Judge, 2016: 47). Organizational Citizenship Behavior is a special type of work habits that defines individual behavior as very beneficial to the organization and is freedom of choice, indirectly or explicitly recognized by the formal reward system. Another definition according to Organ, Organizational Citizenship Behavior is constructive behavior, but is not included in the employee's formal job description (Organ, 1988 in Hoffman, et al, 2007).

Organizational Citizenship Behavior has a large and positive role in the development of an organization. Organizational Citizenship Behavior is a helpful attitude shown by organizational members, which is constructive, valued by the company but not directly related to individual productivity (Bateman & Organ in Steers, Porters & Bigley, 1996).

Organizational Citizenship Behavior behavior is not found in the job description of employees, but it is highly desirable because it supports an increase in the effectiveness and survival of an organization or company, especially in a business environment with increasingly sharp competition. That is, someone who has a high Organizational Citizenship Behavior will not be paid in the form of certain money or bonuses, but Organizational Citizenship Behavior is more about the social behavior of each individual to work beyond what is expected, such as tolerance in less ideal/pleasant situations in workplace, giving suggestions that build in the workplace, and not wasting time in the workplace (Robbins, 2001).

There are studies that discuss the influence between Work-Family Conflict and Organizational Citizenship Behavior, including Farida (2014) who conducted research on PT employees. Tanjung Unggul Mandiri, a company engaged in the supply and fattening services of cattle in the Tangerang area with employees who are almost entirely from Pandeglang Regency, Banten. The results showed that Work-Family Conflict had a negative effect on Organizational Citizenship Behavior with a contribution rate of 27%.

In addition, Aurangzeb, et al. (2017) conducted research on bank employees in the Peshawar area, Pakistan. The results showed that Work-Family Conflict had a significant positive effect on Organizational Citizenship Behavior with a contribution rate of 30.5%.

Organizational Commitment and Organizational Citizenship Behavior also turned out to have a unidirectional relationship, where Meyer et al. (2002) explained that Organizational Commitment is a factor that has long been considered as one of the factors causing Organizational Citizenship Behavior. The statement also reinforces the theory suggested by Robbins and Judge (2016), which states that Organizational Citizenship Behavior can arise from various factors in the organization, including because of the Employee Commitment. When employees have a high commitment to the organization, they will do everything they can to advance the company because they believe and trust the organization where the employee works (Luthans, 2005). In addition, according to Organ et al. in Titisari (2014) an increase in Organizational Citizenship Behavior is influenced by two factors, namely internal factors such as job satisfaction, organizational commitment, personality, employee morale, and motivation, as well as external factors which include leadership style, trust in leadership and organizational culture.

Research that discusses the relationship between Organizational Commitment and Organizational Citizenship Behavior has been carried out, with different research results. There is Shafazawana, et al (2016) who conducted research on junior high school teachers in Perak, Malaysia. The results showed that Organizational Commitment had a positive effect on Organizational Citizenship Behavior significantly, because the calculated t value produced was more than the t table value.

In addition, Pertiwi and Kistyanto (2016) conducted research on employees of PT. PP (Persero) Tbk Surabaya division Supermall Pakuwon Indah Project. The results showed that Organizational Commitment had a positive effect on Organizational Citizenship Behavior but not significantly, because the calculated t value produced was less than the value of t table.

This study will try to examine how much influence Work-Family Conflict has on Organizational Commitment and Organizational Citizenship Behavior that civil servants have in the Manpower and Transmigration Department of West Nusa Tenggara Province.

Based on preliminary observations, most of the civil servants at the Manpower and Transmigration Department of West Nusa Tenggara Province are employees who play a dual role, namely on the one hand, they act as wives/husbands/mothers/fathers and on the other hand they act as employees every day must fulfill their obligations to work, so the opportunities for the Work-Family Conflict are very large. The dual role carried out by these civil servants has a negative impact on work time in the office, such as coming in on time due to fulfilling the demands of their duties at home first.

From the absence of civil servants to the Manpower and Transmigration Department of West Nusa Tenggara Province in 2017, there were cases of absenteeism and

delays in civil servants that could be said to be quite high. In addition, civil servants who hold multiple roles often leave office during working hours, which is also caused by fulfilling their role as spouses/parents, such as leaving the office to pick up children who come home from school. There is also the most obvious thing where the role of parents interferes with work is the number of female civil servants who bring their children to work during working hours. These things indicate that civil servants holding multiple roles experience Work-Family Conflict.

Based on data from theManpower and Transmigration Department of West Nusa Tenggara Province, it is known that the number of civil servants is 217 people. Of the total number of civil servants, almost all of them are married. This indicates that almost all civil servants in the Manpower and Transmigration Department of West Nusa Tenggara Province play a dual role.

From the data, it can also be seen that there are still deficiencies in the level of organizational commitment held by civil servants, this can be seen from the presence of employees who are often absent without legal information, arrive late, leave early, and there is also the tendency of employees to delay work . In addition, the issue of the level of Organizational Commitment for Civil Servants is in the regular promotion system every 4 (four) years, this is in accordance with Government Regulation No. 3 of 1980 which among them regulates the types of promotion of Civil Servants, with this system resulting in decreasing Organizational Commitment of Civil Servants, because they assume that no matter how small the workload they have will still be promoted.

In general, someone who experiences Work-Family Conflict will have an impact on the level of Organizational Citizenship Behavior (Soepatini, 2002), especially coupled with the low organizational commitment he has (Luthans, 2005). But this is precisely not seen in civil servants in the Manpower and Transmigration Department of West Nusa Tenggara Province, where from the results of interviews during preliminary studies, civil servants here worked responsively, focused and totally integrated. They also help each other if there are other employees who have not completed a task or have difficulty in carrying out tasks especially for new employees who are working. The observations carried out also get an overview of the level of Organizational Citizenship Behavior in the Manpower and Transmigration Department of West Nusa Tenggara Province, such as wanting to help work colleagues who overload, highly respect and respect the actions that other people do, take responsibility, and do good and respect to others . This phenomenon shows that there is a good level of Organizational Citizenship Behavior in civil servants in the Manpower and Transmigration Department of West Nusa Tenggara Province.

2. Literature Review

2.1. Work Family Conflict

For a family-based workforce especially those who already have children, it will be very difficult to separate the reality of life between work and family, where both of them share very important positions, which cannot be separated from one another. Lo et al stated that family work pressure was identified as a major problem for workers, especially working mothers (Dewi, 2012). Greenhaus and Beutell in Wijayanti and Indrawati (2016), define Work-Family Conflict as a form of conflict between roles where the pressures of work and family are mutually incompatible. A person will spend more time to use in fulfilling an important role, so that there is less time to fulfill the other roles. This can cause someone to experience a role conflict.

2.2. Organizational Commitment

Mowday et al. expressing Organizational Commitment is the power of identifying individuals with the involvement of the organization (Sopiah 2008: 165). According to Mowday, Organizational Commitment is an important behavioral dimension that can be used to assess the tendency of employees to survive as members of the organization. Furthermore Mathis and Jackson (2000) define that "Organizational Commitment is the degree to which employees believe and accept organizational goals and will remain in the organization" (Sopiah 2008: 155).

Robbins in Sugeng and Amboningtyas (2017), defines Organizational Commitment as a situation where an individual sided with the organization and its purpose and desire to maintain its membership in the organization. So Organizational Commitment is a positive attachment in a person as a member of the organization which is always characterized by the existence of a belief, and also towards the acceptance of goals and values of the organization, the ability to strive to realize organizational goals and a deep desire to remain a member of the organization.
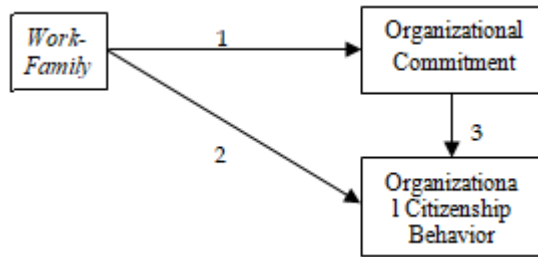
2.3. Organizational Citizenship Behavior

Podsakoff and Mackenzie in their research on Organizational Citizenship Behavior in salespersons define Organizational Citizenship Behavior as discretionary individual behavior for salespeople, who are believed to directly increase organizational effectiveness without having to reduce organizational productivity. (Safreza, 2017)

Organ (in Podsakoff et al., 2000) defines Organizational Citizenship Behavior as individual voluntary behavior (in this case employees) that is not directly related to the compensation system but contributes to the effectiveness of the organization.

According to Robbins and Judge (2016: 19) Organizational Citizenship Behavior is a freedom of behavior that determines that is not part of the formal job requirements of workers, but contributes to the psychological and social environment of the workplace.

2.4. Framework

2.5. Hipotesis

H1: Work-Family Conflict has a negative effect on Organizational Commitment significantly.
H2: Work-Family Conflict has a negative effect on Organizational Citizenship Behavior significantly.
H3: Organizational Commitment has a positive effect on Organizational Citizenship Behavior significantly.

3. Research Method

3.1. Types of Research

This study uses causal research methods, which see the relationship of variables to the object under study more of a cause and effect (causal), so that in the study there are independent and dependent variables. From these variables, it is then sought how much influence the independent variables have on the dependent variable (Sugiyono, 2016: 11). In this study, it shows the influence of Work-Family Conflict on Organizational Commitment and Organizational Citizenship Behavior on civil servants at the Manpower and Transmigration Departement of West Nusa Tenggara Province.

Population according to Sugiyono (2016) is a generalization area consisting of objects or research subjects that have certain qualities and characteristics set by researchers to be studied and conclusions drawn. In this study the population is civil servants at the Manpower and Transmigration Departement of West Nusa Tenggara Province, with criteria: 1) married civil servants, 2) civil servants who already have children, and 3) civil servants who live in one house with their spouse and children.

Because the population is relatively easy to reach, the writer uses the census method, which is to take the entire population into the study respondents, which is 181 people. With this sampling method it is expected that the results can tend to be closer to the real value and are expected to minimize the occurrence of errors / deviations from the population value (Usman & Akbar, 2008).

3.2. Operational Definition of Variables

1) Work-Family Conflict
It is the respondent's opinion/response to the impact/disturbance that is felt due to each role towards the other roles, namely Work Interference With Family (WIF) and Family Interference With Work (FIW).
a) Work Interference With Family (WIF)

It is the respondent's opinion/opinion on the impact or disturbance that is felt/arises due to work affairs that interfere with family affairs.
b) Family Interference With Work (FIW)
It is the respondent's opinion/opinion on the impact or disturbance that is felt/arises due to family affairs that interfere with work affairs

2) Organizational Commitments
It is the respondent's opinion/opinion about relative strength in identifying his involvement in the organization. This reflects the attitude of the individual will remain as a member of the organization as indicated by his hard work.

3) Organizational Citizenship Behavior
It is the respondent's opinion/opinion about individual voluntary behavior that is not directly related to the compensation system but contributes to the effectiveness of the work.

3.3. Data Analysis Procedure

Data analysis and hypothesis testing of this study were conducted using the Partial Least Square (PLS) approach using SmartPLS version 3.0 software. PLS is a structural equation model (SEM) based on variance or component. According to Ghozali and Latan (2015) PLS is an alternative approach that shifts from a covariance-based SEM approach to a variant based. Covariance-based SEMs generally test causality or theory while PLS is more predictive.

PLS is a powerful analytical method (Wold, 1985 in Ghozali & Latan, 2015) because it is not based on many assumptions. Besides being used to confirm the theory, PLS can also be used to explain whether there is a relationship between latent variables. PLS can simultaneously analyze constructs formed with reflexive and formative indicators.

4. Data Analysis and Result

4.1. Overview of Research Objects

The Manpower and Transmigration Departement of West Nusa Tenggara Province is an implementing element of regional autonomy led by a Head of Service located under and responsible to the Governor through the Regional Secretary. The the Manpower and Transmigration Departement of West Nusa Tenggara Province as a regional technical institution was formed based on the West Nusa Tenggara Governor Regulation Number 50 of 2016 concerning Position, Organizational Structure, Duties and Functions as well as the Work of the Regional Offices of West Nusa Tenggara Province. As a Regional Work Unit which is responsible to the Governor of West Nusa Tenggara Province, the Manpower and Transmigration Departement of West Nusa Tenggara Province has the task of assisting the Governor in organizing Regional Government in the Field of Manpower and Transmigration, so that the existence of the Department of Manpower and Transmigration has an important meaning for the community job seekers, workers, entrepreneurs and transmigrant communities to improve the welfare of society in general.

4.2. Overview of Respondents

The study was conducted by giving questionnaires or questionnaires to 181 respondents, there were 159 questionnaires that were received back and further analyzed.

Based on the questionnaire that has been analyzed, it is known that respondents are dominated by male civil servants. This is because men have more roles as family heads in charge of making a living to meet the needs of family members, one of which is as civil servants in the Manpower and Transmigration Departement of West Nusa Tenggara Province. In addition, it is known that respondents were dominated by civil servants aged 50 years and above. This indicates that civil servants in the Manpower and Transmigration Departement of West Nusa Tenggara Province are civil servants who are senior. But of course older civil servants have experience that is not owned by workers with a relatively younger age. This experience is very useful especially in handling/controlling the level of conflict that occurs in the workplace and family.

It was also known that the respondents were dominated by civil servants who had a Bachelor's education background (Strata 1). This indicates that the higher the level of education of a person, the more knowledge gained and can minimize or mature in responding to a problem in terms of experience in working with a higher level of education. In addition, it is known that the respondent's working period is relatively balanced, civil servants who have a tenure under 11 years are slightly more dominant than other tenure categories. Longer working periods are closely related to experience and understanding of better job descriptions. This experience and understanding will help in overcoming problems that arise, both in the work environment and family. Then for the characteristics of the respondent group, it is known that the respondents are dominated by Group III civil servants. This indicates that the opening of competition to occupy echelon IV positions, so that it can be said that civil servants who are in Group III will be vulnerable to work conflicts.

4.3. Data Analysis

4.3.1. Outer Model/Measurement Model
1) Convergent Validity
The value of the outer model or correlation between indicators and variables that have met convergent validity because they have a value of loading factors above 0.30 which are then further analyzed, while those that do not meet the criteria are not included in the subsequent analysis.

2) Discriminant Validity

Table 1: Discriminant Validity

Variabel	AVE	√AVE	Explanation
WFC	0,351	0,627	Valid
OC	0,267	0,593	Valid
OCB	0,393	0,517	Valid

Based on Table 1, the value of each √AVE is greater than 0.5 so it can be concluded that the variables used in the study are valid.

3) Composite Reliability

Table 2: Composite Reliability

Variabel	Composite Reliability
WFC	0,915
OC	0,806
OCB	0,807

Based on Table 2, the value of all variables meets Composite Reliability because the value is above the recommended number, which is equal to 0.70 (Chin in Ghozali & Latan, 2015) which means that all variables have met reliable criteria.

4.3.2. Inner Model
1) R-Square

Table 3: Nilai R-Square

Variable	R-Square	R-Square Adjusted
OC	0,148	0,143
OCB	0,617	0,612

In Table 3 shows the adjusted R-square value of the Organizational Commitment variable of 0.143 and the Organizational Citizenship Behavior of 0.612. The higher the Adjusted R-square value, the greater the ability of the exogenous variable can be explained by endogenous variables so that the structural resistance is better. The Organizational Commitment variable has an Adjusted R-square value of 0.143, which means that 14.3% of the Work-Family Conflict variance is able to explain the Organizational Commitment variable, while the rest is explained by other variables outside the research model. Organizational Citizenship Behavior variables have an adjusted R-square value of 0.612 which means that 61.2% of the variance of Work-Family Conflict and Organizational Commitment can explain Organizational Citizenship Behavior, while the remainder is explained by other variables outside the research model.

2) Overall fit Index
For overall fit index can use the goodness of fit (GoF index) criteria developed by Tenenhaus et al., (In Ghozali & Latan, 2015), using the formula:

$$GoF = \sqrt{Com \times R^2}$$
$$= \sqrt{0,50 \times 0,612}$$
$$= 0,553$$

The relative GoF value of 0.553 states that structural models related to the influence of Work-Family Conflict on Organizational Commitment and Organizational Citizenship Behavior are high structural models (Hair, et al., 2013).

3) Result For Inner Weights

Table 4: Result For Inner Weights

Variabel	Original Sample	Standard Deviation	T Statistics	P Value	Explanation
WFC →OC	- 0,385	0,048	8,079	0,000	Accepted
WFC → OCB	- 0,135	0,058	2,322	0,020	Accepted
OC→ OCB	0,723	0,036	19,891	0,000	Accepted

4.4. Result

4.4.1. Effects of Work-Family Conflict on Organizational Commitments

The results of data analysis show that the Original Sample value of Work-Family Conflict on Organizational Commitment is -0,385, this indicates a negative relationship between Work-Family Conflict to Organizational Commitment with a coefficient of 38.5%. The results of the T Statistics value obtained from the influence of Work-Family Conflict on Organizational Commitment are equal to 8,079, above the critical value (1,960), besides that the value of P Value obtained is 0,000 at a tolerance level of 0.050, so it can be concluded that the influence given by Work - Family Conflict to Organizational Commitment is negative and significant.

These results provide clues that the hypothesis proposed in the study is acceptable. Work-Family Conflict experienced by civil servants in the Manpower and Transmigration Departement of West Nusa Tenggara Province has a negative and significant impact on Organizational Commitment. Thus it can be seen that the higher the Work-Family Conflict is experienced, the Organizational Commitment will decrease.

The results of this study also support the opinion of Perrewe et al (in Namasivayam and Zhao, 2007), that individuals who experience conflict between their work and their families will experience "obscurity" and cause a decrease in organizational commitment to that individual. This means that the higher the level of Work-Family Conflict experienced by someone will reduce the Organizational Commitment they have, and vice versa.

Related to the findings of this study that Work-Family Conflict has a negative and significant effect on Organizational Commitment on civil servants in the Manpower and Transmigration Departement of West Nusa Tenggara Province, due to several things, it can be seen from the respondent's description of where the Work-Family Conflict variable is moderate and variable values Organizational Commitments that are high in civil servants in the Manpower and Transmigration Departement of West Nusa Tenggara Province. If there is an increase in Work-Family Conflict it will have a significant impact on influence, where any increase in Work-Family Conflict can reduce the level of Organizational Commitment held by civil servants.

If it is related to the age characteristics of respondents, in this study the majority of civil servants are in the senior age (> 50 years), of course senior civil servants have more experience in managing conflict in daily life, including managing the level of Work-Family Conflict. Then it relates to the characteristics of the respondent's education level where in this study the majority of civil servant education is S1 graduates, which means that civil servants in the Manpower and Transmigration Departement of West Nusa Tenggara Province have a high level of knowledge, so that they can be wiser and more mature in dealing with problems faced, one of them is Work-Family Conflict. This indicates that civil servants in the Manpower and Transmigration Departement of West Nusa Tenggara Province can manage the Work-Family Conflict level well, so that it can have an impact on the increase in Organizational Commitments held by civil servants.

The hypothesis testing conducted proves that there is a negative and significant influence between Work-Family Conflict and Organizational Commitment. The results of this study support the results of research conducted by Rehman and Waheed (2012) which showed that there was a significant negative relationship between Work-Family Conflict and Organizational Commitment.

4.4.2. Effect of Work-Family Conflict on Organizational Citizenship Behavior

The results of data analysis show that the Original Sample value of Work-Family Conflict against Organizational Citizenship Behavior is -0.135, this indicates a negative relationship between Work-Family Conflict to Organizational Citizenship Behavior with a coefficient of 13.5%. The results of the T Statistics value obtained from the effect of Work-Family Conflict on Organizational Citizenship Behavior are 2.322, above the critical value (1.960), besides that the P Value obtained is 0.020 at a tolerance level of 0.050, so it can be concluded that the influence given Work-Family Conflict against Organizational Citizenship Behavior is negative and significant.

These results provide clues that the hypothesis proposed in the study is acceptable. Work-Family Conflict experienced by civil servants in the Manpower and Transmigration Departement of West Nusa Tenggara Province has a negative and significant impact on Organizational Citizenship Behavior. Thus, it can be seen that the higher the level of Work-Family Conflict is experienced, the lower the level of Organizational Citizenship Behavior.

The results of this study also support the opinion of Organ (1997: 91), that the emergence of behavioral Organizational Citizenship Behavior is also often influenced by various backgrounds, one of which is the life of each individual. Soepatini (2002) also adds that the lives of individuals who are the biggest influences in carrying out various activities are families, especially if they are unable to balance family life and work life, so conflicts often arise which certainly harm themselves and others. This means that the higher the level of Work-Family Conflict experienced by a person will decrease the Organizational Citizenship Behavior he has, and vice versa.

Work-Family Conflict is defined as "a form of inter-role conflict in which the role pressures of the work and family domain are mutually incompatible so participation in one role becomes more difficult with participation in other roles" has an impact on Organizational Citizenship Behavior which can be defined as the type of extra-role job performance, not formally valued or punished by the organization (Schnake & Dumler in Aurangzeb, et. al, 2017).

Related to the findings of this study that Work-Family Conflict has a negative and significant effect on Organizational Citizenship Behavior in civil servants in the

Manpower and Transmigration Departement of West Nusa Tenggara Province, due to several things, it can be seen from the respondent's description of where the Work-Family Conflict variable value is moderate and value Organizational Citizenship Behavior variables which are high in civil servants in the Manpower and Transmigration Departement of West Nusa Tenggara Province. If an increase in Work-Family Conflict will have a significant impact on influence, where any increase in Work-Family Conflict can reduce the level of Organizational Citizenship Behavior that civil servants have.

If it is associated with the characteristics of the age of civil servants, the majority of whom are in the senior age (> 50 years) and the education level characteristics of civil servants who are mostly S1 graduates, may indicate that civil servants in the Manpower and Transmigration Departement of West Nusa Tenggara Province can manage Work-Family Conflict levels well, so that it can have an impact on increasing the Organizational Citizenship Behavior that civil servants have.

The hypothesis testing conducted proves that there is a negative and significant influence between Work-Family Conflict and Organizational Citizenship Behavior. The results of this study support the results of research conducted by Farida (2004) which shows that there is a significant influence between Work-Family Conflict on Organizational Citizenship Behavior with a level of relationship that is quite strong and opposite or not in the same direction.

4.4.3. Effect of Organsational Commitment on Organizational Citizenship Behavior

The results of data analysis show that the value of the Original Sample of Organizational Commitment to Organizational Citizenship Behavior is 0.723, this indicates a positive relationship between Organizational Commitment to Organizational Citizenship Behavior with a coefficient of 72.3%. The results of the T Statistics value obtained from the influence of Organizational Commitment on Organizational Citizenship Behavior are 19,891, above the critical value (1,960), besides that the P Value obtained is 0,000 at a tolerance level of 0.050, so it can be concluded that the influence of Organizational Commitment towards Organizational Citizenship Behavior is positive and significant.

These results provide clues that the hypothesis proposed in the study is acceptable. Organizational Commitments held by civil servants in the Manpower and Transmigration Departement of West Nusa Tenggara Province have a positive and significant impact on Organizational Citizenship Behavior. Thus it can be seen that the higher the Organizational Commitment that is owned, the Organizational Citizenship Behavior will also increase.

The results of this study also support the opinion of Robbins and Judge (2016), that Organizational Citizenship Behavior can arise from various factors in the organization, including because of the commitment of employees. This means that the higher the Organizational Commitment a person has will also increase his Organizational Citizenship Behavior, and vice versa.

Related to the findings of this study that Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior in civil servants in the Manpower and Transmigration Departement of West Nusa Tenggara Province, due to several things, it can be seen from the respondent's description of the value of Organizational Citizenship Behavior. which is also high in civil servants in the Manpower and Transmigration Departement of West Nusa Tenggara Province. If there is an increase in Organizational Commitment will have a significant impact on influence, where each increase in Organizational Commitment can also increase Organizational Citizenship Behavior that is owned by civil servants.

If it is associated with the age characteristics of respondents, in this study the majority of civil servants are at the senior age (> 50 years) and the characteristics of the education level of the majority of graduates are S1, of course civil servants have experience and understanding of their respective job desks, so that knowledge to other civil servants who have difficulties or help other civil servants who have excess workload. This will have an impact on increasing the Organizational Citizenship Behavior that civil servants have.

The hypothesis testing conducted proves that there is a positive and significant influence between Organizational Commitment and Organizational Citizenship Behavior. The results of this study support the results of a study conducted by Shafazawana, et al (2016) which shows the results that Organizational Commitment and Organizational Citizenship Behavior have a positive and significant relationship.

5. Conclusions and Sugestions

5.1. Conclusions

Based on the results conducted to determine the effect of Work-Family Conflict on Organizational Commitment and Organizational Citizenship Behavior, conclusions are obtained as follows:

1) Work-Family Conflict has a negative and significant effect on Organizational Commitment. This shows that the lower the level of Work-Family Conflict that civil servants in the Manpower and Transmigration Departement of West Nusa Tenggara Province, the Organizational Commitment they have will increase, and vice versa.
2) Work-Family Conflict has a negative and significant effect on Organizational Citizenship Behavior. This shows that the lower the level of Work-Family Conflict that civil servants in the Manpower and Transmigration Departement of West Nusa Tenggara Province, the higher the level of Organizational Citizenship Behavior they have, and vice versa.
3) Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior. This shows that Organizational Commitment and Organizational Citizenship Behavior have a unidirectional relationship, where if the level of Organizational Commitment held by civil servants in the Manpower and Transmigration Departement of West Nusa Tenggara Province is high, the level of

Organizational Citizenship Behavior possessed will also increase, and vice versa.

5.2 Sugestions

Decision makers must consider how to minimize the potential for the emergence of Work-Family Conflict further, in order to increase the Organizational Commitment that each civil servants has and ultimately lead to an increase in Organizational Citizenship Behavior in the agency. Practices that can be taken as suggestions in this study are:

1) It needs the right time management of civil servants to be able to balance family affairs and work affairs, one of which is by utilizing the leave of absence that each civil servants has, because sickness is a temporary condition that does not occur every day.
2) Civil servants still need to minimize the emergence of Work-Family Conflict, for example for civil servants who have toddlers it is recommended to employ baby-sitters, then for civil servants who feel they have a high workload and difficulty managing time to balance work and family matters, it is recommended employ domestic helpers.

For further research it is recommended that you consider other factors besides Work-Family Conflict or use more than one independent variable. In addition, it is recommended to add a more relevant measurement indicator. The selection of research samples is also further pursued and extends the scope of research locations.

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